

# Contingency Contracting

---

## Training



## Planning and Guidance

---

***Agile Contracting Support...Anytime...  
Anywhere***



# Overview

- Key Points
- Types of Contingencies
- Pre-deployment Planning
- Civil Augmentation Programs (CAP)
- Plugging in Downrange
- Special Requirements for Acquisition Planning
- Foreign Acquisition Considerations
- Contingency Contracting Support Phases
- Exhaustion of Logistics Supply / Required Sources of Supply
- Types of Contracting Support
- Service Theater Support Contract Organizations and Capabilities
- Contingency Contract Support Agencies





# Key Points

- Advance planning and preparation are critical to effective contracting support.
- Along with the J-4, you as a contingency contracting officer (CCO) have the ability to influence and affect the tactical/operational outcome.
- There are four phases of contracting support a CCO needs to be familiar with.
- Always be prepared to forward deploy should the mission change.
- Get as much information about the country, or domestic disaster area, as possible before you deploy.
- Part of a CCO's job is to locate sources, become familiar with local conditions, security, and force protection matters.
- Within 30 days after redeployment, CCOs submit an electronic After Action Report (AAR).





# Types of Contingencies

- Declared Contingencies
  - Contracting during Hostilities
    - Contractor may abandon job site or work altogether
    - Vendor shops may close during darkness hours
  - Triggers invocation of 10 USC 2302(7), raises SAT for
    - Major Theater Wars
    - Domestic Disaster/Emergency Relief
    - MOOTW
    - Smaller-Scale Contingencies
- Non-Declared Contingencies
  - All contingency operations of DoD other than above





# Types of Contingencies

- Mature—sophisticated distribution system
  - Ex: Kuwait, Saudi Arabia, Korea, and Western Europe
- Immature—little or no built-up infrastructure
  - EX: Horn of Africa
- Contracting During Hostilities
  - Problems





# Pre-Deployment Planning

- Personnel and Administrative Planning
  - Obtain official passport plus extra photos for visas
  - CCO Warrant (SF 1402) stating authority
  - Pre-packed deployment kit and PIINs (if required)
  - Government-wide Commercial Purchase Card (GCPC)
  - International driver's license
  - Civilian clothing





# Pre-Deployment Planning

Research is key

- Before deployment:
  - After Action Reports
  - CIA's *World Factbook*
  - USCENTAF *Warrior Deployment Resources*
- During deployment
  - Contracting Support Plan (CSP)
  - CCO Continuity Book





# Pre-Deployment Planning

- Research as much as possible before deploying
  - Review site surveys, after action reports
  - Research what the local currency/conversion rate is
  - Find out what the local business customs are
  - Review Contingency Operational Contracting Support Plan





# Civil Augmentations Programs (CAP)

- CAP plans for the use of civilian contractors during contingencies or in wartime to augment the logistics support of selected forces (all phases)
- CCOs should accomplish the following:
  - Understand the capability of the Army, Navy and USAF service CAP contracts and support
  - Brief leadership on the available capabilities (in case of urgent need)
  - Maximize CCO and military procurement efforts prior to requesting CAP support due to the expensive costs and logistic support associated with the CAP utilization





# Civil Augmentations Programs (CAP)

## LOGCAP

- Logistic services and minor construction support
- Separate support and performance contractors
- Coordinates with the Army field support brigade (AFSB)
- Managed by Headquarters Department of the Army (HQDA)





# Civil Augmentations Programs (CAP)

## USN Global Contingency Contracts

- Navy Facilities and Engineering Command (NAVFAC):
  - Global Construction Capability Contract (GCC)
    - Provide an immediate response for civilian construction capability
    - Maintains an in-place contingency response plan
  - Global Contingency Service Contract (GCSC)
    - Respond to natural disasters, humanitarian efforts, contingencies, etc.
    - Maintains an in-place contingency response plan





# Civil Augmentations Programs (CAP)

## AFCAP

- Able to provide 72 core general engineering and other logistic services
- HQ AF Civil Engineering Support Agency staff (AFCESA) supply rough order of magnitude (ROM) estimates
  - Contractors can be asked, too
- HQ AFCESA manages and AETC provides contract support





# Civil Augmentations Programs (CAP)

*More information on the USAF AFCAP program can be found at <http://www.afcesa.af.mil>*





# Pre-Deployment Planning

## Site Surveys

- Advance Echelon (ADVON) teams usually conduct site surveys
- A CCO will deploy with an ADVON team within their first 30 days
- Take a camera for engineering, operations, and security forces personnel, as well as yourself





# Plugging in Downrange

- Upon arrival quickly find your support structure (J-4) and meet with the on-scene commander to discuss:
  - Purchase request procedures
  - Additional duties my impede the Contracting mission
  - Only CCOs may obligate U.S. Gov't for local purchases
  - Undue pressure or command influence on CCOs
- Find your Customers, Finance and Embassy support
  - Contact the respective Embassy, find out if there is an Acquisition Cross-Servicing Agreement in place





# Plugging in Downrange

- Consider impacts of OPLANS and SOFAs
  - May affect work performance / business arrangements
- Referrals / Reachback Capabilities
  - Local market may not be able to fulfill all requirements
    - May be referred to another Contracting Activity for action
    - Requirement sent back to CONUS for reachback support
  - Seek assistance from other AOR Contracting Offices





# Plugging in Downrange

- Defense Contractors outside the United States
  - Guidance found in DODI 3020.41 and DFARS 225.7402
  - Support to include: Interpreters, COMM, infrastructure
  - Challenges: Accountability, reception, onward movement, and restrictions on contractor support





# Special Requirements for Acquisition Planning

- Consider the impacts of:
  - Agreements and operation plans (OPLAN)
  - Status of forces agreements (SOFAs) and other international agreements
  - The local banking system
- Referrals and Reachback
- Administrative Requirements for Referrals





# Special Requirements for Acquisition Planning

## Other Contracting Resources

- Navy Husbanding Contracts
- Defense Contractors Outside the US
- In-Theater Contractor Personnel Management
  - Personnel Accountability
  - Reception
  - Onward Movement
  - Location and Movement Considerations





# Foreign Acquisition Considerations

- Acquisition and Cross-Servicing Agreements
  - Bilateral international agreements that allow for cooperative logistics support





# Foreign Acquisition Considerations

- Limitations: CCOs do not have the authority to enter into agreements with foreign governments
  - If an agreement is already in existence, the CCO may write priced delivery orders with HCA approval
  - If a new agreement is needed, the CCO may seek approval through the Host Nation Support Office
  - Seek out and establish a link with the HNS teams
    - **Essential to establish link with HNS authorities and personnel**





# Foreign Acquisition Considerations

- Multinational Programs:
  - Host Nation Support Agreements (HNSA)
  - Assistance In Kind Agreements (AIK)
  - Status of Forces Agreement (SOFA)
  - Acquisition and Cross-Servicing Agreements (ACSA)
    - ACSA provides cooperative logistics support and to authorize the loan or lease of supplies and services to include equipment, food, water, ice, lodging, utilities, facilities, trans, comm, base operation support, etc.





# Contingency Contracting Support Phases

## Four phases

- Phase I: Mobilization and Initial Deployment
- Phase II: Buildup
- Phase III: Sustainment
- Phase IV: Termination and Redeployment





# Contingency Contracting Support Phases

- Phase I ...The Mobilization/Initial Deployment Phase
  - First 30-45 days...high-ops tempo, controlled chaos
  - Characterized by an extremely high operations temp, confusion, and controlled chaos
  - Take care of yourself first! Procure and request items to set up contract operations, such as:
    - Low-security profile vehicle
    - Obtain an interpreter/guide and local maps
    - Establish suitable communications/office space
    - Seek out a Paying Agent for local purchases
    - Contact HCA for guidance on contracting information





# Contingency Contracting Support Phases

- Phase I ... Initial Requirements
  - #1 Priority: Responsiveness to basic life support requirements for the arrival of initial forces bed-down:
    - Food, potable water, shelter, transportation, communication, office supplies, ground fuel, heavy equipment rental, sanitation/hygiene services, utilities, interpreters, force protection measures, quality of life
  - Prepare yourself to be multi-tasked
    - All facets of the acquisition process, from requestor to receiver and then delivery of goods to your customer
    - Use accompany JCC Handbook Disc Boiler Plates!





# Contingency Contracting Support Phases

- Phase II ... The Build-Up Phase
  - Reception and bed-down of the main-body of deploying forces (and hopefully additional contracting personnel!)
  - Characterized by a reception and beddown of the main body of deploying forces





# Contingency Contracting Support Phases

- Phase II ... The Build-Up Phase
  - CCO Priorities: Continue to be responsive to life-support requirements and also give attention to
    - Gain effective contracting command and control
    - Develop/educate personnel on the acquisition process
    - Implement payment procedures with Finance
    - Continue to appoint/train CCO appointed reps
    - Attend all Logistics and Engineering key meetings
    - Establish BPAs and consolidate requirements
    - Understand Property Books and Accountability





# Contingency Contracting Support Phases

- Phase III ... The Sustainment Phase
  - Stability and reconstruction operations will be the focus, including quality of life contracts and permanent facilities
- Contracting activity expands into contracts for:
  - Additional quality of life
  - More permanent facilities and equipment,
  - Additional office supplies, tools, equipment, and discretionary services





# Contingency Contracting Support Phases

- Phase III ... The Sustainment Phase
- CCOs will focus on the business advisor role, improving file documentation, and cost reduction... priorities are:
  - Establishing long-term contracts to include performance based statements of work
  - Increasing competition and depth of vendor base
  - Establish agreements with other Services to share contract arrangements such as trans and laundry
  - Establish procedures to acquire local purchase items not available in the AOR (Reachback, AAFES, etc.)





# Contingency Contracting Support Phases

## Stability and Reconstruction Operations

- Contingency contracting performed during peacekeeping operations, combat operations, and post-conflict operations
- Actions:
  - Contract oversight
  - Ensure US commanders deployed in foreign countries are able to secure contract support rapidly





# Contingency Contracting Support Phases

- Phase IV ... The Termination/Redeployment Phase
  - The CCO will be required to terminate and close out existing contracts ... new requirements may be needed for packing, crating, and freight servicing of goods
- Characterized by significant pressure and urgency to send the troops home
- New requirements include:
  - Packing
  - Crating and freight services
  - Construction and operation of wash racks for vehicles
  - Possibly air passenger services





# Contingency Contracting Support Phases

- Phase IV ... The Termination/Redeployment Phase
  - Continue life support services until the last troop leaves, which quite possible will be the CCO, as you should:
    - Contractor coordination for returning rental items
    - Determine / Implement termination for conveniences
    - Negotiation reduction of services for base support
    - Coordinate with disbursing agent for all payments
    - Settle all contractor claims prior to redeployment
    - Report all contract actions/dollars to respective HCA





# Exhaustion of Logistics Supply Required Sources of Supply

- Many supplies/services during a contingency operation will be obtainable through the logistics supply pipelines, as a minimum, all CCOs should accomplish the following prior to initiating local procurement
  - Exhaust deployment kits and pre-positioned inventory (through the J-4)
  - Exhaust other required Gov't Sources (e.g. GSA federal supply schedules, FAR/DFARS part 8 - Mandatory Sources)





# Exhaustion of Logistics Supply Required Sources of Supply

- Many supplies/services during a contingency operation will be obtainable through the logistics supply pipelines, as a minimum, all CCOs should accomplish the following prior to initiating local procurement
  - Exhaust Host Nation and Allied Forces Supply Sources (through Embassy or local General Services Office)
  - Maximize use of Inter-Service Support Agreements and Contingency (Coalition) Partners (through DoD Foreign Country Clearance Guide or Defense Attaché Office (DAO))





# Exhaustion of Logistics Supply and Required Sources of Supply

- Use the established logistics supply pipeline before initiating any local acquisition for supplies and services
- Prioritize using the basic supply classes
  - Chart found in handbook





# Types of Contract Support

- Theater Support Contracts
  - Contingency contracts awarded by the CCO deployed within the AOR serving under direct contracting authority
- System Support Contracts
  - Pre-arranged contracts awarded by Service acquisition program management offices providing technical support
- Interagency Support





# Types of Contract Support

- External Support Contracts (“CAP” Contracts)
  - Pre-arranged contracts awarded during the contingency whose contracting authority does not derive from the HCA
  - Without proper coordination, competition between CAP and theater support contracts will inevitably drive up the prices of local goods and services and could create shortages
- Coordinating Theater Support and External Support Contracting Effort





# Service Theater Support Contracting

- Each Service has its own approach to developing, training, and deploying their own contracting personnel
- All meet the Defense Acquisition Workforce Improvement Act certification requirements





# Service Theater Support Contracting

- United States Air Force
  - Large, well trained theater support contracting capability
  - Expertise through home-based contracting assignments
  - Organizes/deploys CCOs via skill/capability (UTCs)
  - Deployment packages skills-based, not rank dependent
- United States Army
  - Military/civilians trained as contracting support brigades
  - Train and deploy as a unit, provide general support





# Service Theater Support Contracting

- United States Navy / United States Marine Corps
  - USN: Does not maintain dedicated CCO force
  - USMC: Limited number of uniformed CCOs





# Contingency Contracting Support Agencies

- Defense Contract Management Agency (DCMA)
  - The combat support agency responsible for major DoD acquisition programs (systems, supplies, and services)
    - Provides LOGCAP and AFCAP external support
- Defense Contract Audit Agency (DCAA)
  - Responsible for performing all DoD contract audits
  - Provides accounting and financial advisory services





# Contingency Contracting Support Agencies

- Defense Logistics Agency (DLA)
  - DoD's combat support agency ... provides worldwide logistics support to the military departments and combatant commanders through peace and war





# Summary

- Key Points
- Types of Contingencies
- Pre-deployment Planning
- Civil Augmentation Programs (CAP)
- Plugging in Downrange
- Special Requirements for Acquisition Planning
- Foreign Acquisition Considerations
- Contingency Contracting Support Phases
- Exhaustion of Logistics Supply / Required Sources of Supply
- Types of Contracting Support
- Service Theater Support Contract Organizations and Capabilities
- Contingency Contract Support Agencies





***Agile Contracting Support...Anytime...  
Anywhere***